

sin
JAN
Ry

LOGNOTE -- Chief, Operations Group, 20 January 1984

2. (Williams) Baker, Wilson and I met with the PMCD team yesterday for a briefing which went on well over an hour. We were surprised that PMCD asked for a full briefing, but it may have been advantageous since they took furious notes and we were able to bear down on areas where we need grade relief without being too pointed or detailed about specific upgradings. The main theme we set was one of modernization and the need for higher skill levels across the board to meet the demands of the future and the requirements imposed by modernization, i.e. to recruit and retain the right sort of personnel and provide a respectable career ladder. We bore down particularly on MOD and ED, both of which had been badly damaged by the unhappy 1976 audit and where we still have not been able to attract or retain persons with the skills required to fill the new positions or do the jobs required of those positions. The ComCenter was used as an example of a place where modernization already had impacted, where retention was a constant open sore, and where skill demands had been increased significantly without any review of the grade structure.

We also talked at some length about the added duties, responsibilities and independence of action which modernization is asking of personnel overseas--new and more complex tasks centered at the bureaus, more varied types of personnel and broader spans of command, representational and administrative duties expected of our bureau chiefs (and personnel at all levels), in addition to operational skills, without the support available to an integrated DO officer in the embassy. We also talked about the exposed position of the bureaus, security, and the lack of zeal for overseas service which we, as with all the foreign affairs community, have encountered in our staffs. Whether all this made any impression or not I couldn't tell. Probably it is a refrain that will have to be played over and over again.

(cc: D/FBIS, C/DRD, C/ED, C/MOD)
Bureau Chiefs